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Operational activities of the United Nations for international development cooperation

Management process for the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Report of the Secretary-General

Summary

The present report is submitted in compliance with the request of the General Assembly in paragraph 101 of resolution 59/250, which calls for a report to the Economic and Social Council, at its substantive session of 2005, on an appropriate management process for its full implementation with clear guidelines, targets, benchmarks and time frames. The management process, illustrated in the form of a matrix contained in section III, is the outcome of extensive consultations between the Secretariat and the United Nations system, including close collaboration with the United Nations Development Group and the United Nations System Chief Executives Board on Coordination (CEB), and reflects the several initiatives promoted to implement relevant parts of the resolution.

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I. Introduction

1. The triennial comprehensive policy review of the operational activities for development of the United Nations system, which the General Assembly undertook at its fifty-ninth session in 2004, led to the adoption of resolution 59/250. In paragraph 100 of the resolution, the Assembly reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations system should take appropriate action for the full implementation of the resolution, in line with paragraphs 91 and 92 of resolution 56/201, in which the General Assembly reiterated a request to the executive heads of those funds, programmes and specialized agencies to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the resolution for the triennial comprehensive policy review.

2. The present report has been prepared to implement paragraph 101 of resolution 59/250, in which the Assembly requested the Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit a report to the Economic and Social Council, at its substantive session of 2005, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the resolution.

3. In resolution 59/250, the Assembly called on the United Nations system, its organizations and its inter-agency structures to enhance the capacity of the system to perform its role in development cooperation by promoting action capable of achieving tangible results.

4. After reviewing the overall framework of the provisions of resolution 59/250 (in sections II and III), the present report provides — in section IV (in the form of a matrix) — a summary of the initiatives promoted by the system to implement resolution 59/250, specifying actions, targets, benchmarks and time frames at the agency and inter-agency levels. In 2006, the Council will review progress being made in the implementation process as indicated in paragraph 102 of the resolution.

5. The present report is also the outcome of a consultation process with the organizations of the United Nations system, its funds, programmes, specialized agencies and other United Nations entities, and its inter-agency mechanisms, in particular the UNDG, and the High-level Committee on Programme (HLCP) of the CEB.

6. In preparing this management process, special attention has been devoted to the need to promote an integrated approach to development cooperation, ensuring that the policy directives formulated at the 2004 triennial comprehensive policy review are appropriately implemented on a system-wide basis.

7. The management process should assist the Council in fulfilling its main responsibility in development cooperation, which is to improve the quality and impact of the operational activities of the United Nations and promote an integrated approach, and ensure that the policy directives formulated by the General Assembly at the triennial comprehensive policy review are implemented on a system-wide basis, providing coordination and guidance in accordance with Assembly resolutions 48/162 of 20 December 1993, 50/227 of 24 May 1996 and 57/270 B of 23 June 2003 as provided in the third preambular paragraph of resolution 59/250. Moreover, the Council will also consider the annual reports of the executive boards and heads of

the United Nations funds and programmes, as well as other reports submitted to its operational activities segment in the light of resolution 59/250.

8. In preparing this management process, special attention was also devoted to the need to ensure the full implementation of all the elements of Assembly resolutions 44/211, 47/199, 50/120, 53/192 and 56/201 and those sections of its resolution 52/12 B, relevant to operational activities for development, which should be considered an integral part of resolution 59/250.

9. The present report should be seen in conjunction with the report on "Funding options and modalities for financing operational activities for development of the United Nations system", prepared in compliance with paragraph 24 of resolution 59/250 (to be issued), and the quantitative information provided in the annual compendium of statistical data on operational activities for development (see A/60/74-E/2005/57).

10. The management process should be reviewed in conjunction with the information contained in the programme of work for the implementation of reforms by the funds, programmes and specialized agencies of the United Nations system to further simplify and harmonize their rules and procedures in compliance with paragraphs 36 and 37 of resolution 59/250, which is being prepared in full consultation with all members of the UNDG and will be submitted, through the UNDG Executive Committee, to the attention of the Council in a separate document.

II. Role of the United Nations system's development cooperation and internationally agreed development goals

11. The 2004 triennial comprehensive policy review represented a major opportunity to confirm the role of development cooperation of the United Nations system through guiding principles and policy orientations for its country-level activities for development and their modalities. Those activities support country-level efforts of developing countries to pursue the achievement of the objectives of the Millennium Declaration and other relevant United Nations conferences and summits. The development work of the United Nations system is an integral part of the overall effort of the international community to achieve development goals agreed on those occasions.

12. This role is rooted in the fundamental characteristics of the operational activities for development of the United Nations system, their universal, voluntary and grant nature, their neutrality and their multilateralism, which are emphasized in resolution 59/250. The key aim of the development support from the system is to respond to the needs of developing countries flexibly, shaping operational activities to better respond to their demands, in accordance with their policies and priorities.

13. By starting from this premise, the 2004 triennial comprehensive policy review raised a key question, i.e., whether — at this pivotal historical juncture, as the agreed global development agenda is being tested — the United Nations system is equipped and organized to play the role expected of it. While the Council and, in September 2005, the Assembly will undertake the five-year review of the implementation of the Millennium Declaration, the present report is intended to stimulate a discussion about the system's response to the provisions of resolution 59/250.

14. Through its operational activities for development, the system can significantly contribute to the country-level implementation of the commitments that the international community made in the Millennium Declaration and other major conferences and summits, especially owing to its catalytic and advocacy functions. However, the system should align its activities to well-defined sets of national development priorities that pursue the country-level implementation of those internationally agreed development goals. The system should also pursue a comprehensive, integrated and multidimensional approach to development. It is crucial that economic, social, environmental and humanitarian factors are taken into account in the attempt to build stable and sustainable conditions for economic growth and social development, in full respect of universally shared ethical values such as equity, justice, participatory development, respect for human rights and protection of the most vulnerable social groups.

15. Three main concepts stressed throughout resolution 59/250 lay the foundation for an overall strategy, which is reflected in the "management process" reported in section IV:

(a) National Governments have the primary responsibility for their countries' development, on the basis of their national strategies and priorities;

(b) It is essential to pursue full implementation of the internationally agreed development goals, including those contained in the Millennium Declaration;

(c) The United Nations system should focus on long-term development challenges and on enhancing national capacity to pursue poverty eradication, sustained economic growth and sustainable development.

III. The approach of resolution 59/250: an overview

16. The actions and targets identified in section IV in the matrix on the "management process" are not just a series of separate activities that respond to specific requests but are components of an overall endeavour and reflect a global vision of the United Nations system development cooperation role. Before analysing that matrix, it is appropriate to place those actions in the framework of the principles and general orientations adopted in resolution 59/250, which are consistent with the Millennium Declaration and other major policy positions emanating from the General Assembly.

A. Integrating the activities of the United Nations system with national plans and priorities: national ownership and participation

17. National ownership of the development cooperation activities carried out by the United Nations system is central to resolution 59/250. Constant efforts by all organizations of the system are required to ensure that country-level operations are carried out for the benefit of recipient countries, at their request and in accordance with their own development policies and priorities. The General Assembly refers to a variety of situations where national policies can be defined, including through such instruments as development plans, poverty reduction strategies (and poverty reduction strategy papers, where they exist). Regardless of the specific national circumstances, ownership is expressed by the exercise of national leadership and the

fulfilment of the responsibility of national Government to coordinate all types of external assistance, effectively integrating such assistance into their development process.

18. Although the expertise and activities of the organizations of the United Nations system are shaped by the decisions of their different governing bodies, at the country level, national development plans, policies and priorities should "constitute the only viable frame of reference for programming" (resolution 59/250, para. 3). In that respect, special attention is needed to enhance the coherence of the United Nations system at the country level. The Assembly notes that greater coherence of the systems' operational activities for development can be achieved with the help of such assessment and planning tools as the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF), but those tools need to be further integrated into national planning and programming. Regarding the UNDAF, the Assembly reiterates that "the ownership of national authorities and their full participation in the preparation and development of the UNDAF are key to guaranteeing that it responds to the national development plans and poverty reduction strategies of the countries concerned" (resolution 59/250, para. 49), requesting that the UNDAF and its results matrix be endorsed and countersigned by the national authorities when they become the common programming tool for country-level contributions of the funds and programmes towards achieving the Millennium Development Goals.

19. At the same time, the Assembly requests that organizations of the system with multi-year programmes, which carry on operational activities in pursuit of the Millennium Development Goals, fully align their respective programming and monitoring with the UNDAF, taking further steps to harmonize their programming cycles with the national programming instruments (resolution 59/250, para. 51). This is consistent with the recognition of the positive contribution that the internationally agreed development goals, including those contained in the Millennium Declaration, can make in providing direction to the operational activities of the system in accordance with national development efforts and priorities (resolution 59/250, para. 3).

B. Partnership and support to national capacity-building

20. Two key pillars of the conceptual framework emerging from resolution 59/250 are:

(a) The concept of "partnership", especially in the relationships of the United Nations system with recipient countries;

(b) The centrality of the development of national capacities for the system's country-level activities.

21. With regard to the first pillar, the international community should assist developing countries in their national development efforts in partnership with them. The strength of the operational functions of the United Nations system lies in its legitimacy as a neutral, objective and trusted partner for both recipient countries and donor countries (resolution 59/250, para. 4). The system should further strengthen the capacity of developing countries, including through better utilization of various

new aid modalities (resolution 59/250, twelfth preambular para. and para. 30), such as sector-wide approaches and budget support.

22. The Assembly also encourages Governments to develop partnerships within the national context, creating an environment which links them with the United Nations development system, civil society, national non-governmental organizations and the private sector in the development process, seeking innovative solutions to development problems and it requests the United Nations system to assist national Governments in this domain (resolution 59/250, seventh preambular para. and para. 9).

23. Concerning the second pillar, the well-established partnership of the United Nations system with developing countries is conducive to more effective support to national capacity-building, a central goal of the development cooperation provided by the system. Among measures to ensure sustainability in capacity-building activities, the Assembly reiterates that United Nations organizations should use, to the fullest extent possible, national execution and available national expertise and technologies in implementing their operational activities.

24. In order to support capacity development, the Assembly requested CEB to analyse the capacity-building development efforts of the United Nations system and make recommendations to enhance their effectiveness.

25. Organizations of the system will support the efforts of developing countries to establish and/or maintain effective national institutions, including through national strategies for capacity-building (resolution 59/250, paras. 26 and 31). The Assembly urged all the organizations of the system to mainstream in their activities modalities to support South-South cooperation, another form of partnership with potential to enhance development effectiveness.

C. Capacity of the United Nations system to contribute to development results

26. In its assessment of the effectiveness of the United Nations system, the 2004 triennial comprehensive policy review questioned both the capacity of the system in the domain of development cooperation, and the relevance of its country-level activities. The Assembly recognized the mutually reinforcing links between increased effectiveness, efficiency and coherence of the United Nations development system and underscored the need to achieve concrete results in assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development. It also stressed the importance of the provision of adequate resources to the United Nations development system to enhance its capacity.

27. The Assembly noted with concern that the system has not benefited commensurately from recent increases in official development assistance (ODA), despite the additional tasks entrusted to it in the implementation and follow-up of internationally agreed goals.

28. For that reason, in resolution 59/250 the General Assembly requested the Secretary-General to explore various funding options for increasing financing for operational activities and to examine ways to enhance the predictability, long-term stability, reliability and adequacy of their funding (resolution 59/250, paras. 14, 16 and 24), which is the subject of a separate report.

29. To assess the capacity of the system to perform its development cooperation function, it is necessary to define how and when progress is achieved in relation to the many internationally agreed development goals. That entails adherence to a comprehensive and integrated approach to development. The fundamental message that emerges from resolution 59/250 in that regard is that developing countries should be able to draw fully on the entire system's "accumulated experience in all pertinent economic, social and other domains", using the whole range of services available through the organizations of the system, on the basis of their comparative advantages and expertise (resolution 59/250, para. 44).

30. In spite of the efforts made so far by the system to achieve greater country-level programmatic coherence and foster teamwork among the organizations of the system, their participation in country-level operational activities for development and coordination mechanisms still differs in level, quality and intensity, and "for some organizations it is inadequate" (resolution 59/250, paras. 42-43). The Assembly has reaffirmed the principle that the country-level presence of the United Nations system should be tailored to meet the specific development needs of recipient countries.

31. That presence is determined not only by the existence of well-staffed country offices but — for those agencies or entities of the United Nations system that have no or limited country representation — by the services that each organization can make available to a wide range of recipient countries. Such a presence should reflect the substantive requirements of development cooperation. The skills and expertise assembled by the system at the country level — also through appropriate tools of inter-agency knowledge management — should be commensurate with what is needed to deliver on the priorities specified in each country's UNDAF, which in turn should be in line with the national development strategies and plans, corresponding to the technical backstopping and capacity-building needs and requirements of the developing countries (resolution 59/250, para. 63).

32. The "management process" will provide details on how to increase the system-wide capacity and the development relevance of its service. The governing bodies of organizations of the United Nations development system were invited to consider the means to strengthen the organizations' country-level capacities, including through complementary measures at their headquarters (resolution 59/250, para. 65). CEB was requested, in collaboration with the UNDG, to take the necessary steps to secure a more participatory involvement of the United Nations development system in the country-level operations and their coordination mechanisms, including through promotion, decentralization, delegation of authority and multi-year programming. The Assembly stressed the importance of the CCA as the common analytical tool of the United Nations system at the country level, including the specialized agencies, the regional commissions and other United Nations agencies with no country representation or limited country-level presence, whose analytical and normative experience should be better used (resolution 59/250, paras. 44-46).

D. United Nations reform process

33. After years of efforts to enhance the effectiveness and efficiency of the United Nations system and its country-level functioning and operations for development,

the 2004 triennial comprehensive policy review took stock of the progress achieved in the area of coordination and encouraged further efforts.

34. The reform processes under way should be continued with the active involvement of the entire United Nations development system, including through the UNDG and the CEB. Areas that are singled out by the Assembly for these reforms include, inter alia, simplification and harmonization of processes, the CCA and the UNDAF, the resident coordinator system, evaluation activities, capacity-building efforts, gender issues, regional dimensions and transition from relief to development.

35. Harmonization measures should be associated with tangible achievements in terms of actual simplification of processes and a significant reduction in the administrative and procedural burden on the organizations and their national partners that derives from the preparation and implementation of operational activities. The organizations of the system were requested to further simplify their rules and procedures, giving high priority to the rationalization of their country presence, including through appropriate inter-agency arrangements (for those agencies that cannot afford to maintain country offices). Simplification is not limited to administrative work. For example, the CCA, meant to be short, light and flexible, should be complementary to other analytical processes, and duplication in analytical work should be avoided.

36. In that context, a key role is played by the resident coordinator system for the effective and efficient functioning of the United Nations system at the country level. United Nations organizations should enhance their support to the resident coordinator system in financial, technical and/or organizational terms, stressing the fundamental notion that the resident coordinator system is owned by the United Nations development system as a whole and its functioning should be participatory, collegial and accountable. In that context, the Assembly requested the development, by the end of 2005, of a comprehensive accountability framework for resident coordinators to exercise oversight over the design and implementation of the UNDAF, under the leadership of national Governments.

IV. Management of the implementation of resolution 59/250: specific actions, guidelines, benchmarks and targets at the system-wide level

37. In its resolution 59/250, the General Assembly reaffirmed and clarified further the main goals assigned to the operational activities for development of the United Nations system, their achievements and the challenges that they face, prescribing concrete tasks related to different goals. The "management process" of the implementation of resolution 59/250 illustrated in this section provides details about the issues addressed in the resolution, corresponding targets for the United Nations system as a whole and/or its components, concrete actions planned to pursue those targets, specific entities of the system that are responsible for those actions, and the time frames for their execution.

38. All those elements are illustrated in the following matrix, grouped by individual themes, which strictly follow the structure and the sequence of the 12 sections of resolution 59/250.

A. Basic approach to the role and functioning of the United Nations system's development cooperation to support national development strategies and priorities and the achievements of internationally agreed development goals

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Key criteria (a.1) The fundamental characteristics of the United Nations system's development cooperation are at the basis of its development role at the country level (paras. 2 and 4) (a.2) The operational activities for development of the United Nations system play a key role in supporting the follow-up to the Millennium Declaration and major global conferences and summits in the economic, social and other related fields (4th preambular para. and para. 3) (a.3) The effectiveness of operational activities of the United Nations system should be valued and assessed on the basis of their impact on the recipient countries as contributions to enhance their capacity to pursue poverty eradication, sustained economic growth and sustainable development (para. 7) (a.4) The development of national capacities to eradicate poverty and pursue	(a) In order to: • Provide comprehensive support to enhance national capacities to promote poverty eradication, sustained economic growth and sustainable development (para. 8), the United Nations development system should draw on accumulated experience of all its organizations in pertinent economic, social and other domains based on comparative advantages and expertise (para. 44) • Support developing countries' efforts to achieve internationally agreed development goals, reform efforts of the United Nations development system should enhance its efficiency, effectiveness, coherence and impact, achieving concrete development results at the country level also on the basis of their national development strategies (paras. 7, 10 and 13) • Strengthen the role and capacity of the United Nations development system to assist countries in achieving their development	(a) • Promote initiatives to highlight best practices in support of national efforts to implement policies that promote poverty eradication, sustained economic growth and sustainable development (para. 8) • Take actions on various fronts — to promote inclusiveness with the participation of all organizations of the United Nations system, including non-resident United Nations agencies and other United Nations entities in inter-agency mechanisms; to strengthen the role of the resident coordinator system; to further simplify and harmonize programme development processes, such as those related to CCA and UNDAF; to improve evaluation activities; to focus on capacity development, including for the capacity to manage various aid modalities; to better mainstream gender issues; streamline regional dimensions; articulate social, economic and humanitarian	(a) Best practices/lessons learned to further improve effectiveness and impact of United Nations programmes and projects (2005-2007) as identified in the 2005-2007 UNDG Programme Group results matrix, supporting pro-poor policy development for sustained economic growth UNDG agenda for further simplification, harmonization and alignment formulated, in follow-up to OECD/DAC High-level Forum on Alignment and Harmonization submitted to the Economic and Social Council (July 2005) Increased capacity of United Nations country teams to support policy response and operational scaling up to meet the goals of the Millennium Declaration and Millennium Development Goals for 2005-2007 period HLCP/CEB will specify actions/benchmarks/time frames in its work programme in July 2005	(a) All United Nations system, United Nations country teams, inter-agency mechanisms (UNDG and CEB) and Secretariat as appropriate. Within UNDG, specific responsibilities are with its Programme Group and Management Group (see other sections of this matrix)

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
sustainable economic growth and sustainable development is a central goal of the development cooperation of the United Nations system (eleventh preambular para.)	**goals, a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis are required (para. 13)**	**dimensions, and integrate transition from relief to development in UNDG policies (on system-wide engagement see, inter alia, paras. 34, 36-38, 40, 43-46, 54-55, 58-59, 69, 76-77, 83, 87-88, and 94, and each section thereunder) in order to ensure active involvement of the entire United Nations development system in country-level operations and inter-agency mechanisms** **• Promote actions in the area of fund mobilization to finance operational activities for development (see sect. B below)**	**Other details are specified in the following sections of this matrix**	
(b) National ownership and leadership (b.1) National Governments have primary responsibility in countries' development and coordinating external assistance (paras. 5 and 6) (b.2) Importance of national ownership of development programmes, leadership of national Governments and involvement of other national stakeholders (see, inter alia, para. 11) (b.3) Key role of national development plans, policies and priorities for United	**(b)** **• The United Nations system should design and implement its development cooperation as a response to national development plans, policies and priorities, which constitute the only viable frame of reference for programming its operational activities at the country level (para. 11)** **• United Nations development cooperation should pursue full integration of United Nations system operational activities at the country level with national planning and**	**(b)** Appropriate actions are being taken at all levels by different entities Ensure that the beneficiary countries' needs are taken into account in the design, implementation and evaluation of development cooperation Capacity-building directed towards enhancement and development of local, national and regional capacities of developing countries to ensure home-grown development policies	**(b)** To be defined as appropriate To be defined as appropriate	**(b)** All United Nations system, resident coordinator system, United Nations country teams, United Nations country-level thematic groups UNDG and CEB as inter-agency mechanisms Within UNDG, its Programme Group

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
Nations development cooperation (seventh preambular para. and paras. 5, 6 and 11)	programming, under the leadership of national Governments, while ensuring the full involvement of all relevant stakeholders at the national level (para. 11)	Preparation of UNDG common programming manual reflecting principles and adopting process guidelines to ensure national ownership and leadership	United Nations Common Programming Manual to be formulated by UNDG Programme Group, approved and distributed by March 2006	
	• The United Nations system's development cooperation should create an enabling environment to ensure strong linkages with all national entities that are involved in the development process (national Governments, civil society, national non-governmental organizations and the private sector) with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities (para. 9)	Development of strategy on strengthened partnerships with civil society organizations at country level	UNDG strategy on strengthened partnerships with civil society organizations at country level to be formulated and approved by December 2005	
(c) **Coherence and coordination** • Coherence and coordination in United Nations system's development cooperation is crucial for its effectiveness	(c) • To enhance country-level coherence, effectiveness and efficiency of the United Nations development system (para. 12)	(c) • Programmes of work of UNDG and its mechanisms, and CEB and related HLCP and HLCM	(c) UNDG agenda for further simplification, harmonization and alignment (July 2005)	(c) UNDG and CEB mechanisms Within UNDG, its Programme Group
	• To strengthen inter-agency coordination mechanisms at the country level (see in particular section V of resolution 59/250)	• Initiatives in the area of simplifying and harmonizing CCA and UNDAF, resident coordinator system, and other areas (specified in the next sections of this matrix)	Greater harmonization of strategic frameworks, instruments, modalities and partnership arrangement between the United Nations system and Bretton Woods institutions (April 2005)	Resident coordinator system and United Nations country teams involved to implement actions

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
			UNDG policy and guidance on sector/budget support developed and approved (December 2005)	
		• Establish mechanisms ensuring that the substantive contributions of non-resident entities are taken into account in country-level operational activities	Strengthened collaborative arrangements on work planning and policy development between UNDG and HLCP/CEB	UNDG and CEB mechanisms
		• HLCP/CEB incorporating implications of resolution 59/250 in its work programme	July 2005	HLCP/CEB

* References are to text of General Assembly resolution 59/250.

B. Funding for United Nations operational activities and statistical reporting

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) **Overall funding for United Nations development cooperation and core resources** • Supporting United Nations development cooperation with adequate resource base (especially core resources) is crucial (paras. 16 and 17) • Increasing the financial contributions to the United Nations development system is key to achieving goals emerging from Millennium	(a) • To secure, on a predictable, continuous and sustained basis, the critical mass of resources required to ensure adequate functioning and pursuit of long-term development objectives of the United Nations system at the country level (paras. 13 and 21) • Donor countries and other countries in a position to do so should substantially increase contributions to the core/regular budgets of	(a) • Establishment, starting from 2006, of a 3-year review of trends and perspectives in funding for development cooperation as a whole (not only United Nations development cooperation) by Economic and Social Council (para. 23) • Governing bodies of all United Nations organizations, and particularly executive boards of United Nations funds and programmes, will	(a) • Economic and Social Council 3-year review of funding for development cooperation starts in 2006 • Regular oversight function on funding issues will be summarized in annual reports of governing bodies • Reports of the executive heads of United Nations funds and programmes and other agencies will report on	(a) • Most provisions of this section address donor countries or other countries in position of providing substantial contribution to the operational activities for development of the United Nations system • A few provisions are addressed to the intergovernmental machinery: Economic

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
Declaration and other international summits and conferences (para. 14) • Funding should focus on long-term development challenges and requirements (para. 15)	United Nations development system, whenever possible on a multi-year basis (para. 18), while developing countries should effectively use ODA (para. 19) • The Economic and Social Council operational activities segment should play an oversight role on funding for the United Nations system's development cooperation and development cooperation in general (para. 23) • The governing bodies of all United Nations organizations should systematically address funding of their agency's operational activities and explore, in a multi-year context, appropriate, additional sources of financial support and alternative funding modalities (para. 21)	regularly monitor funding situation, including this item in their agenda and their annual reports (para. 21) • Governing bodies of United Nations non-resident entities will monitor and assess the funding of country-level operations and funding of country-level coordination mechanisms, including the availability of core and non-core resources	funding issues as well	and Social Council and governing bodies of United Nations organizations, including executive boards of the United Nations funds and programmes, as well as governing bodies of other agencies and entities of the United Nations system
(b) Funding modalities for United Nations development cooperation Funding modalities employed by United Nations organizations to finance their operational activities for development may affect predictability, long-term stability, reliability and adequacy of country-level	**(b)** **To explore various funding options for increasing financing for operational activities and to examine ways to enhance the predictability, long-term stability, reliability and adequacy of funding for the operational activities for development of the United Nations system, including**	**(b)** **To prepare a report to the General Assembly through the Economic and Social Council at its substantive session in 2005 on this issue (para. 24)** **To undertake reflection within each agency on this issue (para. 21)**	**(b)** **• Sixtieth session of General Assembly and July 2005 session of Economic and Social Council** **• 2005 report of the Secretary-General on this topic** **• Reflection on possible funding options and**	**(b)** **• General Assembly and Economic and Social Council** **• United Nations Secretariat (Department of Economic and Social Affairs) in consultation with United Nations**

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
development cooperation activities of the United Nations system (paras. 21 and 24)	through the identification of possible new funding sources, while preserving the advantages of the current funding modalities (paras. 21 and 24)		modalities at agency and inter-agency levels and consultation with relevant Member States (paras. 21 and 24)	system and relevant Member States • Individual United Nations organizations and their governing bodies
(c) **Improvement of statistical information on United Nations development cooperation** • Provide adequate statistical data on operational activities by adding multi-year dimension and allow comparisons with other forms of development cooperation to analyse trends and perspectives of United Nations development cooperation and development cooperation as a whole (paras 22 and 23)	(c) • To improve the annual statistical data that the Secretary-General provides Economic and Social Council and General Assembly, on an annual basis, on operational activities by adding a multi-year perspective (para. 22) • To improve the statistical basis for reporting on trends and perspectives of funding for development cooperation at the operational activities segment of Economic and Social Council starting from 2006 (para. 23)	(c) • Both requests entail action by the United Nations Secretariat, which undertakes statistical and reporting work • A revised format of the statistical report should be prepared in 2005 and further revised in 2006 • Inter-agency collaboration to ensure system-wide provision of quantitative information and its standardization is required in order to improve coverage and quality of data • Consultation with technical services of Bretton Woods institutions and OECD/DAC also required	(c) • Inclusion of multi-year dimension in 2005 report • Proposal for new statistical information (progressive improvement) for 2006 issue, including additional elements for comparative analysis of funding for all forms of development cooperation	(c) • Department of Economic and Social Affairs focal point • United Nations agencies will provide basic data • UNDP data bank is key provider • HLCP/CEB and its inter-agency network on statistics consulted to improve statistical coverage (see CEB retreat on system-wide information sharing) • UNDG to be involved as it relates to Millennium Development Goals monitoring, and country-level tracking of development aid • Collaboration with Bretton Woods institutions and OECD/DAC technical services

C. Capacity-building

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Capacity development and ownership of national development strategies are essential for the achievement of the Millennium Development Goals (eleventh preambular para. and para. 26)	(a.1) To establish and/or maintain effective national institutions and to support the implementation, and devising of national strategies for capacity-building (para. 26)	(a.1) • Further support to the efforts of developing countries in the area of capacity-building (para. 26) with a view to enhancing national ownership of development operations	(a.1) Appropriate initiatives will be specified	(a.1) All United Nations organizations
		• Adopt measures to ensure sustainability in capacity-building and widest use of national execution and national expertise and technologies as the norm in the implementation of operational activities (para. 31)	Benchmarks should be the identification of sustainability measures and impact of national execution, national expertise and technologies in implementing modalities, to be included in the annual reports to governing bodies	All United Nations organizations
	(a.2) To enhance the effectiveness of United Nations system's initiatives in promoting the development of national capacities	(a.2) • To intensify inter-agency information sharing on good practices and experiences gained, results achieved, benchmarks and indicators, monitoring and evaluation criteria concerning their capacity-building activities (para. 27)	(a.2) Identified best practices/ lessons learned to improve effectiveness of United Nations programmes (2005-2007)	(a.2) United Nations organizations, HLCP/CEB and UNDG structures (in particular UNDG Programme Group and UNDG Country Programming Support Group) as appropriate; United Nations Secretariat as a facilitator
		• CEB will analyse the capacity development efforts of the United Nations development system and recommend measures to enhance their effectiveness and improve results	Develop harmonized policy strategies for capacity development (and South-South cooperation) and integrate them into programming guidelines (December 2005) by UNDG (to discuss within CEB)	HLCP/CEB with appropriate initiatives, United Nations Secretariat

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		assessment and measurement (para. 29)	HLCP/CEB will specify actions in its work programme (July 2005), in collaboration with UNDG and United Nations Evaluation Group	reporting to the General Assembly at 2007 triennial comprehensive policy review
		• Action establishing effective modalities for increased and expanded system-wide networking for information sharing	Knowledge management tools (assets/ networks) on critical programming issues enhanced. Exchanges on policy implications and country-level feedback on policy guidance (2005-2007)	All United Nations organizations UNDG and CEB structures as appropriate
		• To report on capacity-building activities in annual reports of the United Nations system organizations to their respective governing bodies (para. 28)	Virtual advisory network established and fully functioning to provide substantive policy and operational advice to United Nations country teams (July 2005)	
			Annual reporting by United Nations development system organizations to their governing bodies on capacity-building activities	All United Nations organizations

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	(a.3) Further strengthen the capacity of developing countries to utilize various aid modalities, including sector-wide approaches and budget support (para. 30)	(a.3) Include assessment and improvement of management and utilization of aid, including through system-wide approaches and budget support, in national capacity-building activities Formulation of policy and guidance note on United Nations development system role in sector/budget support	(a.3) First quarter and third quarter 2005 UNDG Policy and Guidance Note on sector/budget support developed and approved by December 2005	(a.3) United Nations organizations, UNDG and CEB as appropriate
	(a.4) To expand national capacities of countries with economies in transition to address challenges of achieving internationally agreed development goals (para. 33)	(a.4) To support national development strategies and plans of countries with economies in transition, including those coming out of relief to development, which face serious and continuing difficulties in achieving the Millennium Development Goals (para. 33)	(a.4) Appropriate initiatives to be identified	(a.4) All United Nations development system organizations
(b) Developing countries should have access to new and emerging technologies in order to meet the internationally agreed development goals, including those contained in the Millennium Declaration (para. 32)	(b) To ensure the promotion and transfer of new and emerging technologies to developing countries, including by building and nurturing scientific and technological capacity to participate in the development and adaptation of these technologies to local conditions (para. 32)	(b) • To include transfer of new and emerging technologies into agencies strategies or modalities to promote capacity-building • Highlight in annual reports on capacity-building submitted to the governing bodies of the United Nations organizations initiatives to develop new and emerging technologies	(b) • Continuous activity • On an annual basis	(b) United Nations development system organizations

D. Transaction costs and efficiency

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) The preparation and implementation of United Nations system's operational activities for development still generate administrative and procedural burden on United Nations organizations and their national partners (paras. 34, 35 and 56)	(a) To ensure maximum efficiency and feasibility through enhanced sustainability of the simplification and harmonization agenda and further steps to simplify rules and procedures (para. 36)	(a) (a.1) Continue implement simplifying and harmonizing agenda (para. 36) through assessments of coordination costs and evaluations (para. 56), particularly in the following areas: (i) Design and implement studies identifying cost/ benefits of country-level coordination and mainstreaming monitoring systems; (ii) Rationalization of country presence: • Common premises Implement plan for furthering common premises • Co-location of members of United Nations country team • Joint Office Model • Other arrangements (including required by non-resident entities) (iii) Establish common shared support services: (security, ITC, travel services, banking, procurement, administrative and financial services and	(a.1) Evaluations and assessment of coordination costs compared with the total programme expenditures for operational activities for development in order to ensure maximum efficiency and feasibility (para. 56) • Identification of further steps in simplification and harmonization (i) Assessments: Studies on cost and benefits of coordination completed and system of monitoring implemented (December 2006) (ii) Country presence Common premises • Existing 58 United Nations Houses consolidated and three new United Nations Houses established each year (by December 2005, 2006 and 2007) Co-location • UNDG agreement to co-locate establishing new locations and sub-offices (by December 2005)	(a) (a.1) United Nations specialized, funds and programmes, UNDG, UNDG Executive Committee, HLCP and HLCM of CEB, as appropriate, and United Nations Secretariat as facilitator and for reporting UNDG in regular consultation with CEB (para. 40) United Nations funds and programmes, specialized agencies, UNDG and its structures, relevant United Nations country teams United Nations specialized funds and programmes, UNDG, relevant United Nations country teams Within the UNDG structure, in particular, UNDG Executive Committee, Management Group,

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		procedures), assuring provision of advisory services from headquarters to UNCT as required; (iv) Information and communication technologies Expand use of ICTs and harmonize IT platforms (para. 57) (v) Cost recovery Harmonization of the principles of cost recovery policies and full cost recovery (vi) Regional structures Alignment of the regional technical support structures and regional bureaux at headquarters level, including their regional coverage (a.2) Regularly assess progress in simplification and harmonization by governing bodies of United Nations funds, programmes and specialized agencies (para. 39) Evaluate coordination activities and their costs to ensure efficiency (para. 56)	• Study on best practices on co-location (2006) • Plan for gradual co-location of sub-offices and new locations (by December 2006) Joint Offices • At least 20 countries with UNDG Executive Committee Joint Representation, using variations of joint office model, implemented by end of 2007 • Two Joint Office pilots established (January 2006) • Process of identifying new joint offices agreed to and roll out countries for 2006 and 2007 identified by end-2005 Hosting agreements Agreement on hosting options developed by December 2006 (iii) Common services • Development of the Common Shared Support Services Results Tracking System (by December 2005) • 80% coverage of Common Shared Support Services country interventions by the	Common Premises and Services working group and Joint Office working group HLCM/CEB Finance and Budget Network and UNDG Management Group UNDG structures and regional directors of members of the UNDG Executive Committee, and respectively, individual specialized agencies, funds and programmes, and other agencies (a.2) Executive Board and Governing Bodies of the United Nations funds, programmes and specialized agencies UNDG

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
			regional teams (by end of 2005) • 3 new Common Shared Support Services per country (10% administrative savings per agency/country in 2 years) (iv) ICT • Develop common standards for hardware (desktop, servers, laptops, printers, etc.) and "packaged" software across agencies in field offices by September 2005 • Harmonized ICT support and maintenance required for field offices (maintenance contracts, staffing required) by September 2005 (v) Cost recovery Interim guidelines for UNDG agencies on cost recovery for multi-donor trust funds and joint programmes (by December 2005) (vi) Regional structures • Proposals for country clustering by region, common regional office locations and timeline for implementation (by January 2006)	

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
			• Proposals for alignment of regional technical support structures, regional bureaux and their coverage, and implementation plan (by December 2007)	
			(a.2) Periodic joint report on progress achieved in simplification and harmonization submitted to the respective agencies' governing bodies	
			Periodic joint sessions of executive boards/governing bodies (by 2006 joint session)	
(b) Further reforms in the simplification and harmonization area	(b) Expand reforms to all United Nations system	(b) Formulation of programme of work on simplification and harmonization (para. 38)	UNDG programme of work on simplification and harmonization for July 2005 session of Economic and Social Council to be implemented by end-2007	United Nations Secretariat, UNDG Executive Committee in consultation with entire UNDG and consultation with CEB

E. Coherence, effectiveness and relevance of operational activities for development

1. Common country assessment/United Nations Development Assistance Framework

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) National ownership of CCA and UNDAF. Full participation of national authorities in their preparation and development is key aim of national development strategies (paras. 41 and 49)	(a) To ensure full governmental ownership, participation, and leadership at all stages of the CCA and UNDAF processes (para. 41)	(a) • To associate Government authorities in leading and active position in all stages of the CCA and UNDAF processes (para. 41) • To conduct the CCA and UNDAF processes as efforts to improve support for national development priorities and policies (para. 42), ensuring their complementarity to other processes (para. 48), and frameworks (poverty reduction strategy papers/poverty reduction strategies (PRSPs/PRS and Integrated Framework)	(a) National and full governmental ownership, participation and leadership at all stages of the CCA and UNDAF processes will be reflected in the United Nations Common Programming Manual and its implementation, which is expected to be approved and distributed by March 2006	(a) United Nations system, resident coordinator system, United Nations country team, UNDG and its structures (in particular its Programme Group) as guiding inter-agency mechanism
(b) Despite efforts for greater country-level programmatic coherence, system-wide participation of relevant United Nations organizations in country-level development activities and coordination mechanisms still differs in level, quality and intensity, and is inadequate in some organizations (paras. 42 and 43)	(b) • Foster inter-agency collaboration (country and headquarters levels) and secure participatory involvement in country-level operations and coordination mechanisms (para. 45) • Draw from system's experience in pertinent economic, social, other domains (para. 44)	(b) • Actions to enable specialized agencies/ regional commissions/other United Nations entities with no or limited country presence to contribute analytical and normative inputs to CCA (para. 46) • Promote use of CCA as common analytical tool of the entire United Nations system (para. 46)	(b) Country-level collaboration with specialized agencies and other United Nations entities with no or limited country presence enhanced, including on issues relating to multi-year programmes and resource allocations linked to national priorities Review of UNDAFs and the use of new country programming tools;	(b) United Nations system, resident coordinator system, United Nations country team, UNDG and its structures (in particular UNDG Programme Group) as guiding inter-agency mechanism Interaction with CEB mechanisms (see CEB retreat conclusions)

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	• Enhance countries' access to system's services and capacities as needed according to comparative advantage and expertise (para. 44/46)	• Develop UNDAF and results matrix, where applicable, as common programming tool for contributions of funds and programmes towards achieving the Millennium Development Goals. UNDAF to be endorsed and countersigned by national authorities (para. 49) • Support/monitor progress in new generation of country programming tools, including streamlined CCAs and UNDAFs, country programme action plans, annual work plans and reviews and evaluations of UNDAFs	conclusions from evaluations submitted to agencies' respective boards/governing bodies and their joint annual sessions Time frame for new UNDAFs is scheduled in accordance with the harmonized programme cycles as listed in the United Nations country team database as indicated in UNDG website	Secretary-General, UNDG, UNDG Executive Committee and United Nations entities that carry out operational activities in pursuit of Millennium Development Goals UNDG Country Programme Support Group
(c) Coherence and coordination of United Nations development cooperation activities are keys to effectiveness and relevance of United Nations system's role in development	(c) • Improve country-level coordination to optimize support to national development efforts (para. 43)	(c) • Promote measures to intensify decentralization, delegation of authority and multi-year programming among all United Nations development organizations in order to facilitate their participation in country-level coordination mechanisms (para. 45) • Align agency programming and monitoring with the UNDAF and harmonize/ synchronize programming	(c) Collaboration with specialized agencies at country level enhanced, including on issues relating to multi-year programmes and resources allocations linked to national priorities	(c) UNDG and CEB as guiding inter-agency mechanisms as appropriate United Nations organizations and their governing bodies Resident coordinator system, United Nations country team Secretariat as facilitator and for reporting role

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		cycles with national programming instruments, in particular the national poverty reduction strategies, including PRSPs (para. 51) • Fully utilize the opportunities for joint initiatives, including joint programming, through the UNDAF and its results matrix, in the interest of enhancing aid efficiency and aid effectiveness (para. 50)		
(d) Enhancing cooperation, collaboration, and coordination with the Bretton Woods institutions	(d) Greater harmonization and consistency between strategic frameworks developed by the United Nations funds, programmes and agencies, and those developed by Bretton Woods institutions, ensuring greater harmonization of instruments, modalities and partnership arrangements, in full accordance with priorities of recipient Governments (para. 52)	(d) Appropriate initiatives, including greater dialogue and harmonization of strategic frameworks, instruments, modalities and partnership arrangement between United Nations system and Bretton Woods institutions, in consultation with national authorities	(d) Partnership arrangements between United Nations system and Bretton Woods institutions leading to harmonization of strategic frameworks, instruments, and modalities discussed, elaborated and/or implemented from case to case (starting from April 2005 onwards)	(d) United Nations system, Bretton Woods institutions, United Nations country teams UNDG and CEB as guiding inter-agency mechanisms, as appropriate

2. Resident coordinator system

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) The resident coordinator system (RCS) has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of the CCA and UNDAF, and for the efficient and effective coordination of the operational activities for development of the United Nations system (para. 53)	(a) To enhance support to the resident coordinator system from the United Nations system, including from the funds and programmes, specialized agencies and the Secretariat (para. 53), ensuring that resident coordinators have the necessary resources to fulfil their role effectively (para. 54)	(a) • Urge the United Nations system to provide further financial, technical and organizational support for the resident coordinator system (para. 54) • Develop indicators and targets on the provision of support to the resident coordinator system by each agency	(a) Continuous support Indicators and targets on the provision of support to the resident coordinator system by each agency identified for monitoring purposes	(a) United Nations organizations, UNDG and its relevant structures as relevant inter-agency mechanism, in particular the UNDG Resident Coordinator Issues Group
(b) The resident coordinator system is owned by the United Nations development system as a whole (para. 59)	(b) To promote a participatory, collegial and accountable functioning of the resident coordinator system (para. 59)	(b) • To develop a comprehensive accountability framework for resident coordinators to exercise oversight of design and implementation of UNDAF, in a fully participatory manner, under the leadership of national Governments (para. 58)	(b) Resident coordinator accountability framework finalized by the end of 2005	(b) Secretary-General in consultation with UNDG (UNDG Executive Committee in consultation with UNDG members) and CEB
		• Develop procedure for common assessment of the performance of resident coordinators by all members of the United Nations country team (para. 55)	Resident coordinator appraisal tool and procedures developed (2005)	United Nations agencies, funds and programmes, UNDG Management Group and Resident Coordinator Issues Group

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) The management of the resident coordinator system continues to be firmly anchored in UNDP (para. 60)	(c) To ensure, especially in countries with large country teams, complex coordination situations or in situations of complex emergencies, that the resident coordinators do not lack the capacity to address all tasks inherent to their functions (para. 60)	(c) • UNDP may appoint, within the existing programming arrangement, a country director to run its core activities, including fund-raising, so as to assure that resident coordinators are fully available for their tasks (para. 60)	(c) UNDP Country Directors appointed in selected countries as appropriate	(c) UNDP
		• Resident coordinators should concentrate on raising funds for the whole of the United Nations at the country level (para. 61)	Continuous activity	Resident coordinators UNDG and CEB as guiding inter-agency mechanisms, as appropriate

F. Country-level capacity of United Nations system

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
• Country-level presence of the United Nations system should be tailored to meet the specific development needs of recipient countries (para. 62), reiterating a principle contained in General Assembly resolutions 44/211 and 47/199	• To ensure that the range and level of skills and expertise assembled at the country level are commensurate with that needed to deliver on the priorities specified in each country's UNDAF and are in line with national development strategies and plans, including PRSPs, where they exist, and correspond to the technical backstopping and capacity-building needs and requirements of the developing countries (para. 63)	• The governing bodies of United Nations system organizations should consider means to strengthen country-level capacities of the United Nations system, including through complementary measures at their headquarters (para. 65)	Policies and specific measures to strengthen country-level capacities of United Nations system organizations responsive to national development priorities identified and/or implemented	Governing bodies of United Nations organizations United Nations organizations UNDG and CEB and their respective structures as guiding inter-agency mechanisms, as appropriate (see also CEB retreat conclusions)

G. Evaluation of operational activities for development

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) • Importance of evaluating the effectiveness of operational activities by assessing their impact on poverty eradication, economic growth and sustainable development of recipient countries (paras. 7 and 67) • Continuation of assessments of the overall effectiveness of the United Nations system (see para. 53 of resolution 56/201), undertaken by the Secretariat for the Triennial Comprehensive Policy Review (para. 66) • Importance of system-wide monitoring and evaluation activities (para. 69)	(a) • To support further development of evaluation function of United Nations development system • To continue assessing the effectiveness of operational activities for development of the United Nations system in the Triennial Comprehensive Policy Review context • To include, in this assessment, evaluation of effective use of all capacities available within the system to provide comprehensive and flexible response to the demands of developing countries (para. 66)	(a) • United Nations organizations should further develop evaluation function and review lessons and conclusions of evaluations, incorporating them into operational activities • Secretariat's assessment of overall effectiveness of United Nations system's development cooperation will continue in collaboration with the system and recipient countries (paras. 66-68) • United Nations system will make system-wide use of monitoring and evaluation approaches, also within UNDAF (para. 69) • UNEG called to further develop system-wide collaboration on evaluation (para. 69)	(a) • Continuous effort • To report on the results of this assessment at the next Triennial Comprehensive Policy Review (sixty-second session of GA) • Other Secretary-General reports in the period 2005-2007 will contain relevant outcomes of evaluation work • System-wide use of collaborative approach in evaluation efforts, also within UNDAF	(a) All United Nations organizations Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and other United Nations entities, and inter-agency mechanisms (UNDG, CEB and UNEG) UNEG Collaboration with UNDG, CEB and its HLCP, and United Nations country teams

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Evaluation activities on operational activities for development and development results (para. 69)	(b) To encourage United Nations system to strengthen its evaluation activities and focus on development results (para. 69)	(b) United Nations organizations should focus on development results in their evaluation work, including through the effective use of the UNDAF Results Matrix	(b) Continuous effort	(b) All United Nations organizations with operational activities, and inter-agency mechanisms (UNDG, CEB and UNEG); United Nations country teams
(c) Need for a collaborative approach in system-wide evaluation of operational activities for development (paras. 68 and 69)	(c) • To undertake system-wide evaluation of United Nations development cooperation collaborating with recipient countries • System-wide evaluations should use data and expertise from the system and national authorities (para. 68)	(c) Initiatives (para. 69) to: • Intensify inter-agency collaboration • Promote simplification and harmonization of norms, standards, methodologies, and evaluation cycles • Undertake/promote joint evaluations	(c) UNEG to define concrete forms of collaboration, initiatives and schedules Collaboration among specific United Nations agencies to be promoted as appropriate	(c) United Nations organizations as appropriate UNEG as key inter-agency mechanism Collaboration with HLCP/CEB and UNDG
(d) Importance of country-level evaluations	(d) To promote country-level evaluations of the UNDAF at the end of the programming cycle, based on the UNDAF Results Matrix, with full participation and leadership of the recipient Government (para. 70)	(d) • Collaborative approach of United Nations country teams in support of national authorities (para. 72) • Better use of lessons learned from past activities at the country level (para. 73)	(d) Guidelines for Annual Review of UNDAFs, and evaluation of UNDAFs issued (2005) Annual reviews of UNDAFs conducted UNDAF end-term evaluations conducted and results assessed with focus on capacity development and results towards poverty eradication, sustained growth, and sustainable development (from 2005 onward, on an annual basis)	(d) United Nations organizations, United Nations country teams, national Governments UNDG as relevant guiding inter-agency mechanism

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(e) Role of national Governments in evaluation activities (para. 71)	(e) To recognize primary responsibility of national Governments in coordinating external assistance, including that from the United Nations system, and evaluating its impact in contributing to national priorities (para. 71)	(e) • Intensifying United Nations system's country-level evaluations with national Governments (paras. 70-72) • Assistance to Governments in developing national evaluation capacities (para. 72) • Close coordination of United Nations country teams with national authorities in evaluation activities	(e) Continuous effort	(e) United Nations agencies, funds and programmes, with national Governments, United Nations country teams
(f) Consistency between activities, responsibilities and operational strategies of all United Nations organizations and their mandates with overall policy guidance from General Assembly and Economic and Social Council (para. 74)	(f) All United Nations organizations should implement global, regional and country-level activities in accordance with their mandates and priorities of the recipient countries and the overall policy guidance set forth by General Assembly and Economic and Social Council	(f) • Governing bodies of the United Nations funds and programmes should report on these issues in their annual reports to Economic and Social Council • The Secretary-General will include an assessment of these issues in the report on the triennial comprehensive policy review for sixty-second session of General Assembly	(f) Annual reports to Economic and Social Council and Secretary-General report for 2007 Triennial Comprehensive Policy Review	(f) Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and their governing bodies

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(g) Consultation on global and regional flagship reports (para. 75)	(g) UNDP should conduct full consultation with Member States prior to issuing global and regional flagship reports, in accordance with, inter alia, the principles contained in resolution 57/264	(g) Consultations with Member States on preparations for global and regional flagship reports	(g) Consultations reported to Economic and Social Council and Executive Board in annual or periodic reports	(g) UNDP

H. Regional dimensions of operational activities

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Collaboration with regional commissions and other regional or subregional entities to support country-level activities	(a) • To intensify cooperation among all organizations of the United Nations development system, its regional commissions and other regional and subregional entities (para. 76) • To improve access to the technical capacities available at the regional and subregional levels (para. 76)	(a) • Resident coordinators will engage regional commissions in CCAs, UNDAFs and PRSPs, as appropriate • Governing bodies of United Nations organizations will promote initiatives to strengthen regional and subregional collaboration in United Nations development cooperation	(a) Achievement of effective collaboration with United Nations specialized agencies at regional level enhanced, including on issues relating to multi-year programmes and resource allocations, linked to national priorities. Roster of experts within the regional commissions and their network of national and international experts and policymakers shared with United Nations country teams Reflection of regional dimensions within country teams in the annual reports of resident coordinators, as appropriate	(a) UNDG/Programme Group and CEB/HLCP in collaboration United Nations agencies, funds and programmes, regional commissions, resident coordinator system, inter-agency mechanisms (UNDG and CEB) as appropriate UNDG and United Nations country teams

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Regional and subregional dimensions of United Nations development cooperation	(b) To give greater and more systematic consideration to the regional and subregional dimensions of development cooperation (para. 77)	(b) • Measures for more intensive inter-agency collaboration at the regional and subregional levels • Inter-country exchanges of experience • Intraregional and interregional cooperation • Intensive consultations between and among United Nations agencies, funds and programmes and regional commissions in the formulation and implementation of their regional programmes	(b) Continuous effort	(b) Governing bodies of the United Nations organizations, agencies, funds and programmes and regional commissions Regional divisions, bureaux and other regional entities of United Nations agencies, funds and programmes Follow-up at UNDG and CEB levels
(c) Intensification of regional cooperation	(c) United Nations organizations should address development challenges on a regional or subregional basis, recognizing the important contribution of regional cooperation to development (para. 78)	(c) Involvement of the five regional commissions and other regional entities in CCA and UNDAF, as appropriate Identification of processes for collaboration at the regional level with involvement of most United Nations agencies operating in the area	(c) Continuous effort Continuous effort	(c) Resident coordinator system, United Nations country teams, regional commissions, other regional entities, inter-agency mechanisms, all United Nations organizations with country-level development cooperation activities, as appropriate

I. South-South cooperation and development of national capacities

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
• Importance of South-South cooperation and its adoption as a driver of development effectiveness within the multi-year funding framework of UNDP (para. 79)	• Organizations and bodies of the United Nations system need to integrate support to South-South cooperation and mainstream it in their country-level activities and their country offices — modalities to support South-South cooperation (para. 80)	• Need to define initiatives to mobilize additional resources for enhancing South-South cooperation, including through triangular cooperation (para. 82)	Policy and harmonized strategies and guidelines for capacity development include South-South cooperation (by December 2005)	UNDG, United Nations organizations
	• To promote the identification and dissemination of best practices of South-South cooperation (para. 80)	• Member States and organizations of the United Nations system should actively participate in the High-Level Committee on the Review of South-South Cooperation with a view to formulating and reviewing the strategies as well as sharing information and their experiences (para. 83)		United Nations organizations
	• To promote indigenous knowledge, know-how and technology in the South and facilitate networking among experts and institutions in developing countries (para. 80)	• Organizations of the United Nations system and South centres of excellence to contribute to the periodic updating of the Web of Information for Development electronic databank operated by the Special Unit for South-South Cooperation of UNDP in coordination with Governments, allowing for the wide diffusion of and access to the information contained therein, including experiences, best practices and potential partners in South-South cooperation (para. 84)		UNDP and other United Nations organizations
	• To celebrate the United Nations Day for South-South Cooperation in a benefiting and comprehensive manner every year (para. 81)			

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• Organizations of the United Nations system should further strengthen efforts and support for national capacity development in the context of South-South cooperation to enhance development effectiveness (para. 85)		United Nations organizations

J. Gender

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Governing bodies of United Nations agencies, funds and programmes to ensure that gender perspectives are integrated into all aspects of their monitoring functions in relation to policies and strategies, medium-term plans, multi-year funding frameworks and operational activities, and including those relating to the implementation of the Millennium Declaration and the outcomes of major United Nations conferences and summits in economic and social fields (fourteenth preambular paragraph)	(a) • Mainstream gender and pursue gender equality in operational activities for development in all United Nations organizations' country programmes, planning instruments and sector-wide programmes (para 86) • Articulate specific country-level goals and targets (on gender equality) in accordance with national development strategies (para 86)	(a) • Resident coordinator system to provide specialists to support gender mainstreaming in country-level activities in all sectors (para. 87) • Enhance effectiveness of gender specialists, focal points and theme groups by establishing mandates and increasing support and participation of senior staff to these groups • Ensure adequate/stable resources and training/ access to information (para. 88) • United Nations development system avail itself of the technical	(a) • Create UNDG Task Force on Gender (April 2005) • Establish database and referral process for gender equality experts and institutions familiar with United Nations coordination processes (2005) • Gender concerns fully mainstreamed in United Nations programmes and projects, planning instruments and sector-wide programmes, their monitoring, through the articulation of country-specific goals and targets (January 2006) • United Nations Common Programming Manual fully incorporates gender mainstreaming (March 2006)	(a) Actions indicated involved several actors. This is an indicative list: • United Nations organizations and their governing bodies • UNDG • UNIFEM • Gender focal points in United Nations organizations

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		experience of UNIFEM on gender (para. 89) • Work with relevant national counterparts to generate gender disaggregated, quantitative and qualitative information required to produce better analysis of gender-related development issues (para. 87) • Annual report on resident coordinators should include adequate and concise information on progress in implementing these provisions (para. 91)	• Annual report on resident coordinators include information on progress on implementing actions on gender • Establish quality control criteria to monitor gender equality in CCA/UNDAF (2005-2007); CCA/UNDAFs to reflect gender dimensions and women's empowerment in their analysis, outcomes, implementation and evaluation; each draft CCA and each draft UNDAF to be reviewed from gender perspectives 2005-2007 • Increase number of United Nations country teams coordinated programmes on gender equality and women's empowerment • Devise guidelines and collaborate in preparing expert database and referral system, and for reporting information on gender equality and women's empowerment activities • Common approach to building United Nations staff's and partners' capacity in supporting gender mainstreaming and women's human rights in United Nations country teams	• Other gender-related entities in the United Nations system • Resident coordinators/United Nations country teams/gender theme groups • United Nations Statistics Division
(b) **Gender balance in appointments within United Nations development system (para. 90)**	**(b)** **To achieve gender balance (at headquarters and country levels) in relevant positions such as resident coordinators, considering geographic representation (especially from South) (para. 90)**	**(b)** **To encourage and actively seek qualified women candidates for resident coordinator identification and talent development, continuing current efforts in this area**	**(b)** **Annual report on resident coordinators to include report on gender balance in appointments (para. 91)**	**(b)** **United Nations organizations** **UNDG, resident coordinators**

K. Transition from relief to development

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Role of the United Nations development system and an effective resident coordinator/humanitarian coordinator system in situations of transition from relief to development (paras. 93 and 95)	(a) To strengthen interdepartmental and inter-agency coordination for integrated, coherent and coordinated approach at the country level taking into account complexity of challenges and country-specific character of those challenges (para. 94)	(a) • Transitional activities to be undertaken under national ownership through development of national capacities at all levels to manage the transitional process (para. 96), and to begin planning the transition to development taking measures, such as institutional and capacity-building, from the beginning of the relief phase (para. 99)	(a) Institutional and capacity-building strategies, including development of national capacities at all levels to manage transitional processes, are to be developed at the outset of relief operations in countries in transition	(a) United Nations organizations
		• Development of South-South cooperation modalities, including triangular cooperation, to assist in transition from relief to development through, inter alia, use of information technology and knowledge management systems, as well as exchange of expertise (para. 97)		United Nations organizations
		• To pursue continuing active inter-departmental and inter-agency dialogue and collaboration		UNDG and the Executive Committee on Humanitarian Assistance
		• Sufficient levels of coordination support capacity to be made available to the resident coordinator system, in		UNDG

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		order to have a seamless, effective transition from humanitarian relief to development		
(b) Funding for transition from relief to development	(b) Donor countries, and other countries in position to do so, should consider more coordinated and flexible approaches to funding operational activities for development in situations of transition from relief to development, making use of multiple resource mobilization instruments. Contributions to humanitarian assistance should not be provided at the expense of development assistance. Sufficient resources for humanitarian assistance should be made available (para. 98)	(b) The report on "funding options and modalities for financing operational activities for development of the United Nations system" (paras. 21 and 24) can look into approaches to increase and sustain funding of operational activities in situations of transition from relief to development, including more coordinated and flexible approaches	(b) Continuous effort	(b) United Nations Secretariat in consultation and collaboration with United Nations system inter-agency mechanisms (UNDG and CEB), as appropriate
		To advocate with donors to be prepared to engage earlier in the transition phase with funding for recovery and development programming	Continuous effort	UNDG

L. Additional reporting requirements

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• In paragraph 100 of resolution 59/250 the General Assembly reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations system requested should take appropriate actions for the full implementation of the resolution, in line with paragraphs 91 and 92 of resolution 56/201	Triennial Comprehensive Policy Review-related reports for the Economic and Social Council and the General Assembly are prepared in consultation with all concerned organizations within the United Nations system, and in close collaboration with UNDG	2005-2007	Given the special emphasis that the present resolution places on the roles of UNDG and CEB, their involvement in defining system-wide modalities and their assessment for the 2007 Triennial Comprehensive Policy Review need special attention
• The executive heads of United Nations funds, programmes and specialized agencies were requested to submit a yearly progress report to their governing bodies on measures taken and envisaged to implement the General Assembly resolutions, as well as appropriate recommendations (para. 91 of General Assembly resolution 56/201)	Yearly progress reports	Annual, 2005-2007	United Nations organizations
• The executive boards of the United Nations funds and programmes were requested to ensure that the heads of those organizations include, in their annual reports to the Economic and Social Council (see its resolution 1994/33), a thorough analysis of problems encountered and lessons learned in the implementation of the Secretary-General's reform programme, the Triennial Comprehensive Policy Review and the follow-up to the Millennium Declaration/major United Nations conferences, to allow the Council to fulfil its coordinating role (para. 92 of General Assembly resolution 56/201)	Reports	Annual, 2005-2007	United Nations funds and programmes

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• In paragraphs 37 and 101 the Secretary-General, after consultation with the United Nations funds, programmes and specialized agencies, was requested to submit a report to the Economic and Social Council, at its substantive session of 2005, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of resolution 59/250	Secretary-General report to the Economic and Social Council	2005	Department of Economic and Social Affairs in collaboration with United Nations system
• In paragraph 102 the General Assembly invited the Economic and Social Council, at its operational activities segment in 2006, to undertake an evaluation of the implementation of the resolution, which entails a progress report by the Secretary-General for that year	Secretary-General progress report to the Economic and Social Council on the implementation of resolution 59/250	2006	Department of Economic and Social Affairs in collaboration with United Nations system
• In paragraph 103, the General Assembly requested the Secretary-General to submit to the Assembly in 2007, through the Economic and Social Council, a comprehensive analysis of the implementation of the resolution in the context of the Triennial Comprehensive Policy Review, including, as in the past, appropriate recommendations	Secretary-General report to the General Assembly through the Economic and Social Council, on Triennial Comprehensive Policy Review	2007	Department of Economic and Social Affairs in collaboration with United Nations system